



SPECIAL MEETING NOTICE

January 11, 2013

Please be advised that the Fayetteville City Council will hold its regular scheduled Agenda Briefing meeting at 4:00 p.m. on Wednesday, the 23rd day of January, 2013, in the Lafayette Conference Room of City Hall, located at 433, Hay Street, Fayetteville, NC.

The Agenda Briefing will immediately be followed by a discussion of "City Council Protocols" to be facilitated by Professor Carl W. Stenberg III, University of North Carolina, School of Government.

This notice is forwarded to you in compliance with your request on file in this office and with N.C.G.S. § 143-318.12 and Section 2-2 of the Code of the City of Fayetteville.

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City Council Protocols

Carl Stenberg
School of Government
January 23, 2013



www.sog.unc.edu

Goals for Our Session

- Discuss Ground Rules for Meetings
- Review Council-Staff Approaches
- Review Council-Manager Roles & Expectations
- Review City Council Protocols
- Look Ahead to 2013-2015



Productive Meetings

The following ground rules have helped make meetings more productive:

- **Share all relevant information.**
 - + Everyone should state his or her own views, regardless of rank or other differences.
 - + It's all right to disagree, but don't make it personal.
 - + Be sure to clarify what important words mean ("fiscally responsible").



Ground Rules

- **Focus on interests, not positions.**
 - + Explain why you favor a particular course of action. Invite questions to help you understand and explain your own reasoning fully.
 - + Promotes flexibility and creativity. ("I have an interest in air quality" vs. "We need to reduce emissions from coal-fired plants").



Ground Rules

- **Combine advocacy and inquiry.**

- + Be specific in presenting your views: Is the problem clear and simple to understand?
- + Is it framed in general enough terms to encompass multiple elements and be inclusive?
- + Ask others to react to your ideas and work to understand their views: Show respect for each other.

Ground Rules

- **Stay focused.**

- + Discuss a topic long enough for everybody to be clear about it.
- + Avoid side conversations.

Ground Rules

- **Decide together how the group will make decisions.**
 - + As a group, design ways to test disagreements, invent options, plan next steps, and move forward.

Questions

- Which of these ground rules seem most likely to be helpful?
- Which would you find most difficult to follow?
- Should any of these be added to the current "House Rules?"

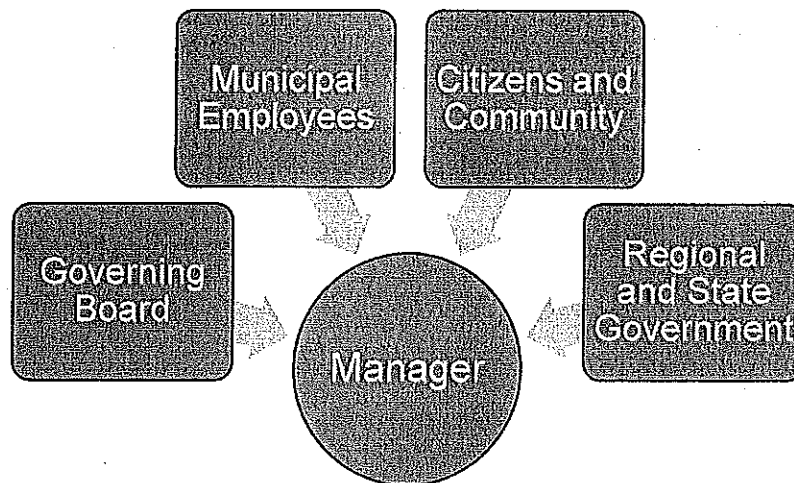
Working Together I

Roles and Responsibilities

Council-Manager Roles and Responsibilities Compared

Mayor	Council	Manager
<ul style="list-style-type: none"> • Preside at council meetings • Call special meetings • Votes • Other powers conferred by the council 	<ul style="list-style-type: none"> • Govern and oversee management of the city • Confer power to the mayor and employees • Decide organization of municipal government • Appoint a manager to serve at its pleasure • Appoint PWC commissioners 	<ul style="list-style-type: none"> • Hire and fire all employees and supervise all departments • Uphold city and state laws and regulations • Prepare and submit the annual budget • Report on the finances and administrative activities • Perform other duties required or authorized by the council • Not responsible for PWC

Role of the Manager



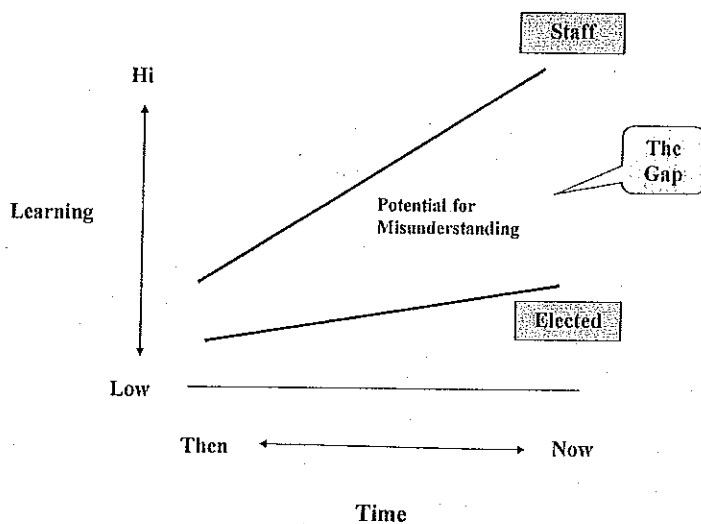
Differing Staff-Council Views and Values

- Professional Staff / Citizen Legislator
- Full-time / Part-time
- Long-term / Short-term
- Strategic / Incremental
- Data / Story
- Neutral / Advocate
- Community / District
- Representation / Responsiveness
- Common Problem-Solving / Constituent Service
- Administratively Feasible / Politically Acceptable

Characteristics of Politics and Administration

Characteristics	Politics	Administration
Activity	Game/allocation of values	Problem Solving
Players	Representatives	Experts
Conversation	"What do you hear?" ■ Passion ■ Dreams ■ Stories	"What do you know?" ■ Data ■ Plans ■ Reports
Pieces	Intangible: Interests and symbols	Tangible: Information; money, people, equipment
Currency	Power (stories)	Knowledge (deeds)
Dynamics	Conflict, compromise, change	Predictability, cooperation, continuity

Gap between Professional and Political Learning*



Working Together II

Seven Expectations for Effective Council-Manager Relations

Best Practices



Expectation 1:

The Council and the Manager Jointly Strive for Good Service to Citizens.

- Manager ensures that administration provides the very best service possible to the community.
- Manager creates an organizational culture of responsiveness and performance.
- Manager fully accepts responsibility with council when things go wrong.
- Council supports and steers citizen complaints to administration.
- Council members inform manager of problems and give manager the opportunity to get problems fixed.



Expectation 2:

The Manager is a Valued Advisor to the Council

- Manager offers balanced and impartial policy advice to council.
- Manager recommends any measures that he/she deems expedient, including alternatives, assessment, and relevant information.
- Manager may make an unpopular recommendation that might not have very good prospects of being accepted.
- Manager gets fully behind council decisions and ensures that the administration does the same.
- Manager helps elected officials explain their decision to the public and helps the public understand council's point of view.

Expectation 3: Elected Officials' Relationships with Employees Are Carefully Managed

- Council members observe chain of command.
- Council members and the manager protect planned workflow.
- Manager may encourage direct contact between council members and employees for routine inquiries or requests that do not affect administrative workloads.

Expectation 4: The Council Acts as a Body and Is Dealt with as a Body

- Council takes official action as a body.
- Manager welcomes suggestions from individual council members that do not conflict with council policy.
- Individual member proposals that set new directions or require resource reallocations are put before entire council.
- Manager treats all members of council alike.
- Manager seeks to prevent council members from being surprised or caught off guard on issues.
- Manager ensures all council members have the same level of information and understanding.

Expectation 5: The Manager and the Council Give Each Other a Chance to Prove Themselves

- Manager directs administration based on what a majority of council decides.
- Council members recognize that campaign rhetoric seldom stands up to the complexity of governing, leading, or managing.
- Manager seeks to earn the trust and the confidence of new and veteran members.

Expectation 6: The Manager and the Council Freely Give and Seek Feedback

- Manager and council members work to maintain open communications.
- Manager provides all council members with accurate, relevant, and timely information.
- Council members ask questions and make their interests, positions, and feelings known to the manager.
- Council members offer constructive criticism to the manager on an ongoing basis.
- Council members clarify their expectations of the manager, providing direction and benchmarks for success.
- Council members and the manager freely give and accept feedback in the spirit of continuous improvement.



Expectation 7: The Manager and the Governing Body Work Together to Develop a Highly Effective Governing Body

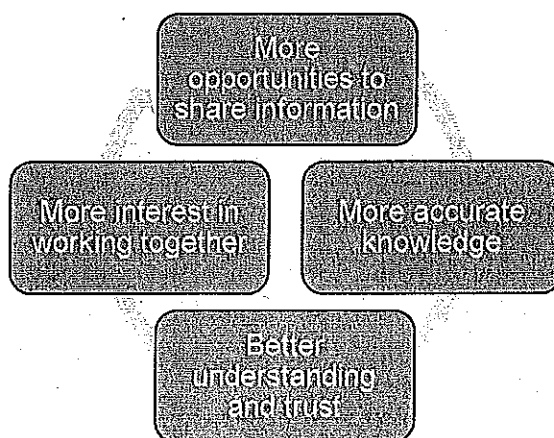
- Manager prepares agenda and plans meetings that focus on major topics.
- Manager and mayor orient new council members, encouraging new members to do their homework, ask good questions, and exercise caution and courtesy when speaking publicly about the town and staff.
- Manager and council members behave in a manner that encourages citizen confidence in town government.
- Manager helps mayor and council develop high-performing habits:



High-performing Habits

1. Thinking and acting strategically and with a vision for the community's future
2. Respecting the "shared constituency" with the citizens in horizontal and vertical relations with other jurisdictions
3. Demonstrating teamwork
4. Mastering small-group decision making
5. Honoring the council-staff partnership
6. Allocating council time and energy appropriately in four key areas - goal setting retreats, study sessions, regular public hearings and meetings, and community relations
7. Having clear rules and procedures for council meetings
8. Obtaining objective feedback and conducting systematic and valid assessment of policy and implementation performance
9. Practicing continuous personal learning and leadership development of individual elected officials

Positive Council Dynamics



Fayetteville City Council Protocols

1. Simple Information
2. Complex Information
3. Research
4. Citizen Service Requests (Protocol 4 and 5)
5. Questions on Agenda (Protocol 6)
6. E-Mails
7. Communications from Manager and Staff
8. Communications among Mayor and Council members
9. Placing an Item on the Agenda (Protocol 10)
10. Employee Contact (Protocol 11)

**Do any changes need to be made in these protocols?
Are there missing protocols?**



Looking Ahead to 2013-2015

1. What trends and changes are you seeing in Fayetteville since the last retreat that excite you and give you a sense of confidence on the possibilities for the city's future?
2. What are the most significant strengths or advantages that will enable our community and city government to work together to build a sense of pride and purpose and meet our challenges?



Looking Ahead to 2013-2015

3. Dream into the future.

The Fayetteville city government and our community have wonderful partnerships. People are saying, "You know, things really began to change in 2013 when the City Council _____"
(fill in the blank).

Wrap-Up

Over the next 2 years, **what is 1 strength that must be maintained and 1 thing that should change** for (a) the City Council; and (b) the Council-Professional Staff Relationship?

House Rules

Our Code of Conduct

- 1. Treat each other with trust and respect**
- 2. Communicate in an open, direct and truthful manner**
- 3. Do not speak for another councilmember**
- 4. If "I" have a problem, with another person, go to them directly**
- 5. Do not share information (conversation, email)**
- 6. Avoid criticism: Council or individual**
- 7. Focus on future, not past**
- 8. Decide, move onto the next issue; support the city decision**
- 9. Share information with all**
- 10. Leave as friends, ok to disagree, not personal**
- 11. Decide on what is "best for the city"**
- 12. Do not play another Council as a fool**

SECTION III

OPERATING PROTOCOLS FOR MAYOR AND COUNCIL

Mayor and City Council Protocol Operating Guidelines

Protocol 1

Simple Information (Readily Available)

- Appropriate Assistant City Manager/City Manager

Protocol 2

Complex Information (Requiring Staff Time)

- Contact appropriate Assistant City Manager or City Manager with Problem and Timeframe
- If going to take a significant amount of time, the request shall be taken to Council for direction from majority
- Appropriate Assistant City Manager, City Manager or Department Head responds within timeframe

Protocol 3

Research on a Topic

- Have item presented at City Council Work Session using City Council Request Form
- Present your item and how it links to the Strategic Plan
- Obtain Council direction from majority at end of City Council Work Session

Protocol 4

Citizen Service Request (Has Not Contacted the City)

INTENT:

- Help Citizens to understand the system and Council responsibility
- Provide a timely, accurate response
- Be accountable for City's actions
- Recognize that some citizens have special needs – limited capacity to learn or use the system

First Contact (No Prior Contact)

- Refer Citizen to 433-1FAY or www.1fay.com
- Link Citizen to appropriate person or department
- City tracks the request

Protocol 5**Citizen Service Request
(Unresolved or Unsatisfactory Response to Issue)**

- Get the name and departments
- Contact appropriate Assistant City Manager or City Manager with information
- For Police matters, contact the City Manager or Acting City Manager

Protocol 6**Question on Printed Agenda Item**

- Contact appropriate Assistant City Manager, City Manager or City Attorney
- Respond with information to all – Mayor and Council Member
- “OK” to re-ask the question at the Council Meeting

Protocol 7**E-Mails to Manager and Staff**

- Emails to/from City Council are public record, with exceptions, and are subject to public disclosure
- Responses from staff will be provided to entire City Council

Protocol 8**Communications from City Manager and City Staff**

- Information provided to Mayor and Council Members at the same time

Protocol 9**Communications Among Mayor and Council Member**

- To be determined by City Council
- Written communications are subject to public disclosure

Protocol 10**Placing an Item on Agenda**

Contact the City Manager

- Present Goal, Intent and Background
- Must be submitted by 10 AM the Monday prior to Council Meeting

Protocol 11	Employee Contact
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A. Council Initiated

- Refrain from doing, as it is inconsistent with the Council-Manager form of government
- Instead discuss issue with City Manager

B. Employee Initiated

- Ask employee if they've followed their chain of command
- Refer issue to the City Manager